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21 December 1971

MEMORANDUM FOR: Director of Personnel

SUBJECT : An Action Program for Minority Employment

1. Our experience to date with EEO and minority recruitment matters indicates that we must do a little more, in additional and different ways, to improve the Agency's performance in the year ahead. Despite renewed emphasis on black professional recruitment our efforts in 1971 have not brought in the numbers or the quality of applicants we had hoped for. The box score as of 20 December shows 200 or more prospect interviews, 33 completed applications, and 3 EOD's since 1 July. The curve is up for both interviews and applications but the number of applicants who truly are well qualified remains low.
2. We have sifted the apparent reasons for the short-fall in numerous discussions and I will not repeat them here; some of the main factors are touched on in my memo of 20 December concerning the recent conference of the Southern College Placement Association. The need now is to get some further action under way to improve our competitive position.
3. My first proposal has to do with attitudes and understandings within the Agency, particularly among those who make clearance and suitability determinations, with respect to the motivations, behavior patterns, and expectations of intelligent young black college graduates in contemporary society. [redacted] and I have discussed this in some depth and agree that we all could benefit from some exposure along this line. The recommendation, therefore, is that we invite two or three articulate black spokesmen for a one-day seminar, to discuss with representatives of Personnel, Security and the Medical staff the values and the hang-ups of educated blacks today.
4. The next two are aimed at developing a broader and better informed awareness among guidance counselors and placement officials of the opportunities and requirements of Agency employment. Our

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GROUP 1  
Excluded from automatic  
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big problem here is not hostility toward the Agency, but varying degrees of ignorance and indifference among students and their advisors, particularly in the black community. The proposals are:

- a. Invite small groups of placement directors and guidance counselors from selected black institutions, and from white institutions having 10% or more black enrollment, for a one-day visit and substantive orientation program as guests of the Agency.
- b. Do the same thing for selected co-op coordinators, with briefing emphasis on the types of activities and the work situations afforded by Agency offices that use co-ops.

5. The next concerns incentives. Under present circumstances there is no good reason why any black professional should choose to come to CIA, because we can offer him no demonstrable advantages. In fact, he is likely to find more convenient and readily available employment, for the same or more pay, in any number of other places. I think we must offer an inducement of some kind to get him to give the Agency a trial, and then demonstrate that we really do offer long-term career possibilities. The inducement should relate to his ambition and desire for "upward mobility"; in short, post-graduate education. The recommendation is that we offer to selected, qualified candidates the possibility of a year of graduate study, in relevant fields, after a year of successful performance in the Agency. It might be patterned somewhat on the NSA graduate studies program which is described in the attached leaflet. NSA is not using it currently because of cut-backs, but it has proven in the past to be a useful incentive in specialized recruitment.

6. The next two proposals are internal and involve the Office of Personnel. They are:

- a. When a black applicant presents qualifications that clearly are good enough to warrant serious consideration, C/SPD should initiate clearance processing immediately, and then start considering eventual placement possibilities. Days or even weeks of processing time can be saved. (I have already instructed C/SPD to start this action in selected cases).

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b. To test the usefulness of the arrangement, we should take on in 1972 one black professional recruiter, full time and one black placement officer. The EEO counseling function performed by placement officers makes the latter perhaps more important than the former, but we should have both.

7. If you agree with these proposals, we will start staffing them out immediately.



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Deputy Director of Personnel  
for Recruitment and Placement

Attachment

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